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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/2020

TKI3151 – KNOWLEDGE INTELLIGENCE

(All sections / Groups)

24 October 2019
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 4 pages with 5 Questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

KM-Knowledge Management**Question 1**

- (a) Briefly give ONE (1) example of *data*, *information* and *knowledge* respectively from your experience. Justify your answer.
(3 marks)
- (b) Differentiate between the tacit knowledge and explicit knowledge. What is the relationship between the two?
(3 marks)
- (c) Sketch the Dalkir's Integrated KM Life Cycle. Describe the THREE (3) stages.
(4 marks)

Question 2

- (a) Explain the Nonaka and Takeuchi's Knowledge Spiral Model. What are the strength and weakness of the model?
(6 marks)
- (b) What are the FOUR techniques of interviewing an expert?
(4 marks)

Continued ...

Question 3

- (a) Read the excerpts below about the Communities of Practice (CoPs). CoPs distinguish themselves from other organisation groups in terms of how they define their enterprise, how they exist over time and how they set their boundaries. Define CoP, then explain the THREE (3) ways in which CoPs are different from other organisational groups.

(4 marks)

Communities of Practice win National Award

UCL's Communities of Practice have won a national award for the best organisational development and culture change initiative at the 2019 UHR (Universities Human Resources) Awards for Excellence in HR. Below are some of the remarks from the members.

"They've moved away from silos, empowered people to solve problems and make change using collective knowledge to create better practice. The initiative has had a huge impact on the organisation and its approach to development and culture change, involving so many individuals and solving knotty problems." - Rebecca Allen (Data and Insight)

"It's been really rewarding seeing colleagues in diverse data analysis roles across the institution have the opportunity to work together. We challenge and learn from each other, and have created a central management information Data Catalogue as well as guidance for effectively visualising data. We are all better analysts and UCL is a stronger university as a result." - Jodie Trumper (HR)

"It's been a pleasure seeing the concept really flourish across UCL. The value that CoPs have added to our work is obvious, whether that's from helpful project outputs like our CAM Plus Portal space on SharePoint, from training and 'Lunch & Learn' sessions, or simply from helping colleagues break down the barriers of siloed working and solve problems together. I'm excited to see what comes next!" - Wes Durdle (Internal Communications)

"The UCL Communities of Practice provide staff with opportunities to learn from each other, share knowledge and expertise, have a collective view of excellence and improve their practice. We would like to recognise all the staff who are part of a Community of Practice for their great work and commitment to this exciting, new way of working for UCL." - Daniela Bultoc, Head of CoP

UCL Newsletter, 28 May 2019

- (b) On an individual level, different characteristics of the individual affect the way one effectively finds, understands and uses knowledge. Explain how understanding the individual characteristics will greatly help in their knowledge acquisition process.

(2 marks)

- (c) Myer-Briggs Type Indicator (MBTI) categorises personality based on four dimensions. List and briefly explain the FOUR (4) dimensions of MBTI.

(4 marks)

Continued ...

Question 4

- (a) To study organisational culture, there is a need to analyse the different levels of cultural manifestation. Describe the attributes of each level of cultural manifestation. (3 marks)
- (b) What is a learning organisation? Identify TWO (2) ways on which learning organisation is different from organisational learning. (3 marks)
- (c) List ONE (1) example communication tool for each of the FOUR (4) quadrants below.

		Place	
		Same	Different
Time	Same	i	ii
	Different	iii	iv

(4 marks)

Question 5

- (a) What are the differences between event explanation, pattern-of-behaviour explanation and structural explanation? How will knowing the differences help you with your problem-solving? (4 marks)
- (b) Strategic roadmap provides a three to five-year recommended KM strategies for an organisation. List THREE (3) items covered by the KM strategic roadmap. (3 marks)
- (c) As a knowledge worker, identify THREE (3) roles you can play in your knowledge organisation that are different from a traditional worker. (3 marks)

End of Paper.